

THORN NEWS

THORN and GTE in negotiations

At the end of May, THORN EMI plc and GTE Corporation announced that they have begun discussions which could lead to the possible ownership of THORN Lighting by GTE.

Following the announcement Colin Southgate, Chairman of THORN EMI, said, "during the past year it has become increasingly apparent that consolidation in the lighting industry has pushed our objectives to create a global business based on careful acquisition and restructuring, beyond our reach. Despite Lighting's impressive international progress, the levels of investment required to propel it into the global league were prohibitive to THORN Lighting as an individual competitor, and to THORN EMI. As a result, we have entered into negotiations which could lead to the transfer of ownership of our lighting company to GTE, creating a truly world-scale organisation with a commitment to global growth — an outcome which would hold long-term benefits for the employees and customers of both companies."

Commenting on the issue, Hamish Bryce, Chief Executive of THORN Lighting said "The planned merger

with GTE reflects the competitive reality that while THORN Lighting has consolidated its position as an international leader in fittings, it is not of sufficient size in lamps to compete on a sustained basis. While THORN is market leader in Europe and number 2 worldwide in fittings, the company is more than four times smaller than the smallest of the four leading global producers of lamps and on that basis is unable to provide adequate profit to cover today's investment needs. GTE Sylvania and THORN have had many long-standing relationships, possess similar objectives, complementary operations and a compatible management style. We are now taking a major step towards creating the world's second largest lighting business."

A further announcement will be made during September.

Record Turnover

★ **Fittings business buoyant in most European territories and in Asia Pacific.**

★ **2/3 of turnover generated from outside UK.**

The year to March 31 was a successful one in THORN Lighting's long and celebrated history. Turnover reached a record level — up 24 per cent to £573.4m from £461.3m in the same period last year. Profit before taxation was £32.9m down from £40.5m largely

as a result of pressures on light sources.

Profit before taxation for the whole of the THORN EMI group grew 9.8 per cent to £317.5m (£289.1m) on turnover up 12.9 per cent to £3,715.5m (£3,290.6m).

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Raising the standard

THORN Lighting has supplied what is believed to be the biggest stadium floodlighting scheme ever undertaken in the UK — and possibly Europe.

Over six hundred of the latest 2kW metal halide floodlights are being installed at the new Don Valley Stadium in Sheffield. The new lamps were developed and are made at Leicester, with the floods manufactured at Hereford.

513 of the floodlights, mounted on five 50m high towers, were lifted

into position with 360 ton hydraulic cranes in March. The five towers are mounted on a raised embankment so that the highest floodlights are a staggering 57m above pitch level.

Additional lighting will be from 99 floods mounted on the underside of the stand roof.

The scheme has been designed by John Hugill, the company's senior lighting engineer, together with Tony Andreou of the Major Projects Department. Both are based at Enfield.

The Don Valley Stadium has been designed and commissioned specifically for the World Student Games to be hosted at Sheffield in 1991.

The bright sparks involved in creating the Don Valley lighting scheme. From left, Jim Henderson, Kevin Stubbs, Graham Pearce, John Hugill, Tony Adams, Greg Leslie, Dick Grest, Brian Page, Bob Hargroves. Front, Tony Andreou.



Lamplighter

Out with the old In with the new



The strongest endorsement for the success of the new 2kW metal halide lamp — developed and made at Leicester — came when Northampton “The Saints” Rugby Club, pictured here, won an award in the recent EMILAS competition (see back page).

The famous club replaced 80 power hungry tungsten halogen floodlights with a mere 40 of the new discharge type. The new scheme gives the club a 200% improvement in lighting level with a total energy saving of 25%. The club manager and players are delighted with the new scheme, which enables TV cameras to be used at the ground.



Alan receives his watch and card from Barrie Stones

Ill health has forced Alan Smith to retire early from the company after 20 years service in the Mercury and Studio Halogen departments.

Now he plans to spend his time fishing and gardening.

Colleagues marked the occasion by giving Alan a gold watch which was presented by Barrie Stones



THERE was a double retirement from the Leicester site on May 18 when husband and wife Joe and Sheila Marsh called it a day each with 14 years' service.

Joe, of the Quality Assurance Department, was presented with a reclining garden chair by colleagues and Sheila with a bouquet of many individual presents from colleagues in Stellox.

They are pictured above at their farewell party.

MAKING a complete change of career, Barry Wells recently left the company after 14 years.

For Barry has switched his work totally from being a Supervisor in Wedge Base Department to becoming “Mine Host” in a Grimsby pub!

Barry is pictured here (left) receiving a silver tankard, pen and bottle of Bacardi from Terry Raven on behalf of the Department.



HAPPY Andy Jarowicki is pictured (left) with a pair of headphones presented to him by colleagues in Studio Halogen Department to mark his 21st birthday.

AN Edinburgh Crystal vase and rosebowl was presented to Bev Hunt from a collection which raised £94 when she recently left the Discharge General Manager's office on her departure from the Company. Bev is pictured with Toni Jarvis, Secretary to Stuart Wale.



Colleagues were saddened to hear of George Wilson's sudden death at the end of March.

George had worked for THORN Lighting for nearly 28 years and spent most of his time in the Studio Halogen department.

Despite poor health, George worked hard and was always cheerful, friendly and liked by all who knew him. He was always ready to help others and took an active part in charity fundraising. He will be sadly missed.

European Accolade

If the Chairman of ICI, the Chairman of Grand Metropolitan, and the Chairman of Barclays Bank, France, all vote you the best, it's fair to assume that you are.

That's what happened to THORN Lighting in April, when Sir Denys Henderson, Allen Sheppard, and Jacques Rambosson sat as the three judges of the *Management Today* 'Business in Europe' Awards. At a lunch at the Savoy Hotel, London, on the 27th, Hamish Bryce collected two awards on behalf of THORN Lighting. Pictured after the ceremony are: (left to right) Mark Levett; Hamish Bryce; Bev Heslop; Hilary Reid, Planning; and Hugh King, Public Relations.

The awards are given to companies which, in the opinion of the judges, have the strongest European business strategies.

THORN Lighting was voted the Best Industrial Company, and the Best Company Overall, in its approach to Europe.

The awards assess performance over a period, and investigate management philosophies and their effectiveness on the ground. The judges were impressed by THORN Lighting's performance since 1985, and particularly noted the expansion of our mainland Europe business to 46% of our world total.



Around the Spike

From the '60s

To the, '90s

The Prime Minister, Mrs Thatcher, was a distinguished visitor to THORN EMI's Abbey Road recording studios at the end of May.

She followed in the footsteps of the Beatles, the most celebrated EMI artists, who borrowed 'Abbey Road' for the title of an album. Mrs Thatcher could not hide her admiration for the group, saying: 'I loved the songs of the Beatles. They were sheer genius'.

After announcing a record increase in profits, THORN EMI singles are continuing to top the charts around the world. At the beginning of June, EMI had the top four albums in North America. The success story continues with Nigel Kennedy and Frank Peter Zimmerman — star violinists — and leading conductor Simon Rattle all winning prestigious international prizes.

Irish singer Sinead O'Connor has also enjoyed outstanding success with her album 'I Do Not Want What I Haven't Got', which has sold

five million copies worldwide in only three months; meanwhile, her American counterpart Bonnie Raitt recently collected the US 'Album of the Year' Grammy.

Satellite television has experienced rapid growth in the past few months, and THORN's high street chain Radio Rentals, DER and Multi Broadcast have profited through rising demand for satellite dishes. THORN now controls four-fifths of Britain's satellite rental business.

The new managing director for the Netherlands operation took up his appointment in Mijdrecht on June 1. He is Huig Sterkenburg, who is married and lives in Dordrecht.



Huig has extensive experience of the European electrical industry, having initially worked for 5 years in the electrical contracting industry, followed by a further 8 years as a lighting project manager for Philips, and, finally for AEG where he was national sales manager for lighting,

security and monitoring devices.

We wish Huig the very best of luck in his new appointment. Many thanks go to Bill Loscombe who was caretaking the position but who has now returned to Borehamwood to resume his wider European project activities.

Green Houses

The National Energy Foundation — a charity recently set up to promote energy efficiency and an awareness of energy issues has introduced a national standard for measuring the energy efficiency of homes in terms of running costs. Known as the National Home Energy Rating it has been supported by THORN who have provided low energy lighting for the first property to be assessed under the scheme.

The house, in London, has approximately 40 lighting points which previously used 60W incandescent lightsources in downlighters or table and standard lamps. All lightsources were replaced with low voltage tungsten halogen (Lightstream) lamps or 10W and 16W compact fluorescents and the result is a staggering 57 per cent reduction in electrical loading (from 2.4kW to 1.04kW). In addition, the quality of the lighting

has been enhanced.

The exercise has shown that it is easily possible for each of the 20 million UK households to reduce their electrical loading by at least 1kW by using modern low energy lighting. This is equivalent to some 20 million tonnes of carbon dioxide — the gas claimed to be responsible for the greenhouse effect. The Energy Technology Support Unit has estimated that if all incandescent bulbs in domestic properties were changed to 2D compact fluorescent types, 64 per cent of the electricity used for domestic lighting could be saved. (Domestic lighting accounts for almost 10 per cent of all electricity used for lighting). This would in turn lead to a 1.4 per cent reduction in carbon dioxide emissions and 5 per cent of sulphur dioxide emissions in the UK.

This modest house in London will itself be directly responsible for cutting CO₂ emissions by 1.3 tonnes each year.

The rating system measures the energy efficiency of a property, taking into account the type of house, the heating and lighting system, fuel type and appliances. The rating is then expressed as a figure on a scale 0-10 with 10 being most efficient. Houses which meet the current Building Regulations score 6. The house in London scored 6.4.

Prime Minister Margaret Thatcher marked the launch of the system by visiting the homeowners and presenting them with the first Rating Certificate.

Watch out for the new THORN books which are hot off the press.



"International Lighting Solutions" gives an excellent insight into the activities, aims and objectives of THORN Lighting's business by describing how our company operates from consultation, design and engineering through to delivery. It also reinforces our new, corporate identity and professional image.

Secondly, "Worldwide" — THORN EMI's annual Employee

Report — has just been issued. Giving more information about people working within the entire group — including Lighting — this year's book also gives you the chance to win a £2500 trip around the world for two. So don't miss out!

Both books should be available through your personnel office or contact the Public Affairs office at Borehamwood, UK.

AN AGE OF EN

The news that THORN EMI was commissioning a study on the employment of women within the groups' businesses caused a few eyebrows to be raised. Was



Trudy Cole is Chief Engineer at THORN's Hereford operation where she has worked since 1974.

Her current job gives her responsibility for seven development engineers who translate 'ideas' for new industrial and commercial light fittings into manufacturing reality and make modifications to existing products in line with new technologies in production and materials.

Trudy left her school in Aldershot at 16, to start a five year apprenticeship in mechanical and electrical engineering with the Royal Aircraft Establishment at Farnborough. Further experience was gained through employment with a company that designed and assembled printed circuit boards for recording equipment.

At the age of 24 she left to start a family. In 1971 the family moved to Hereford. When she returned to work, in Hereford's Drawing Office, before equal pay was legally enforced, she was paid (pro rata) just over half her male colleagues wages for the same job!

Trudy's career at THORN has always been in this area. Her time as a 'Draughtswoman' — a word she dislikes — was followed by promotion to Chief Draughtsman where she was in charge of the Drawing Office and thereby became the first female manager at Hereford. Two years ago she was appointed Chief Engineer. During her time at Hereford Trudy has

seen, and been instrumental in making many changes. She played a major role in the introduction of the CAD system which links Enfield, Hereford and Spennymoor and has always advocated closer links between manufacturing, design and marketing.

Trudy is very wary of the potential sexism of focusing on 'women-only issues' in an exclusive way, and was initially sceptical of the THORN study. She has always held the belief that anyone is capable of achieving whatever they want through determination and tenacity.

So, are training courses for women returning to the workplace after a break, help with childcare facilities and other issues really relevant? Would they have helped Trudy?

Undoubtedly the answer is yes. Certainly Trudy feels that she would have been a better manager, earlier, if she had had some training before accepting the job and she certainly felt that her maternity break had left a gap in her knowledge of current technology which could have been filled more quickly.

When she joined Hereford it was on a part-time basis to suit her children's school hours and this she felt was vital. It is her opinion that childcare is the most difficult issue to be resolved by working mothers.

Whatever the emotions, a number of demographic facts about the 1990's which will have far reaching implications for the future are facing UK employers.

The suggestion is that by ignoring these factors, companies will increasingly lose out to others and thereby eventually lose their competitive edge.

THORN News reviews this important survey and its recommendations and interviews three women who have found their career development with THORN Lighting, rewarding, difficult, stimulating — but always interesting.

DEMOGRAPHICS

Despite the fact that much has been written about the downturn in the number of 18 year olds entering the labour market from now until 1995, employers have recognised recently that they can make up the shortfall by using more female staff. There has also been a huge increase in recent years in part-time jobs, most of which are occupied by women. In 1989, approximately 10.5 million women were in employment in the UK, 6 million full-time and 4.5 million part-time.

As a result the actual supply of labour has therefore tended to increase in the UK and will not be dramatically affected by the demographic changes in the early 90's.

On the other hand, the demand for labour has changed. Between 1979 and 1988 there was more than a 100% increase in demand for graduates in all commercial sectors, a vast increase in demand in accountants and lawyers, and more modest increases in demand for manufacturing and the public sector. Added to which there was also an outflow of managerial and professional employees to Europe and other parts of the world. Projected changes in employment to 1995 suggest high growth in clerical, sales, services and skilled manual work and continued decline in operative and labouring jobs.

Supply problems are therefore going to be most acute in highly skilled jobs.

The study shows that very little effort is being made in the THORN EMI businesses to identify and make good use of female talent in more technical and more senior jobs. This means that we are probably missing out on a major part of the supply of talent thereby diminishing the quality of skilled employees available to us.

AIMS

The aims of the study, by Cathy Thompson who was previously at THORN EMI's Central Research Laboratory, were to assess the current use of female capability within THORN and detect factors which inhibit or promote their progression. In addition, her brief was to analyse employment practices relating women in other 'competitor' companies. Finally, the study was to create a picture which would help THORN to take the necessary action which will lead to better utilisation of female labour at all levels.

LIGHTING

The survey took six months to complete and part of that time was focused on THORN Lighting. Cathy Thompson found that within Lighting women make up less than 10 per cent of the total numbers of senior managers, manual supervisors, technical, professional and scientific staff and skilled workers. Moreover, there appear to be very few applications from women for vacancies in these areas.

On a more positive note graduate recruitment is attracting a fair proportion of women (21% in 1989), and 45% of the current apprentices are female. The company is therefore beginning to have an impact on the proportion of applicants at entry to these areas but numbers are low compared to the total workforce.

There are about 50 women (13%) in middle management in the company who are typically in sales and marketing, clerical supervisory and personnel roles. These form a possible pool for development and promotion.



Women at work in THORN Lighting. Do we h

RESULTS

The survey of female staff showed that half thought that there was a good performance review system. Half said that they had experienced sexual discrimination in their work. There were several comments that vacancies were not advertised within THORN Lighting. There were also comments that assumptions are made about women that may often be unjustified. For instance, it was assumed that women are not mobile, but 82% of the respondents said they were flexible on location (a very much higher proportion than in most companies).

The women questioned were mainly satisfied with their careers so far and 90% said they were ambitious. However, only 38% believed that there were equal promotion prospects for men and women.

A study of graduate career paths is currently being undertaken which will provide some useful information on career progression in the Lighting business.

On the other hand, it is known that there are equivalent gaps in career counselling and development opportunities for men. Also there are better practices on some sites than on others.

At 26, Liz Parkinson has just been promoted to her new position as advertising and publicity manager for THORN's UK Commercial Division — following 3½ years at OMEGA Lighting.

Liz went to school in the Midlands, where she was a hard worker and achieved a good set of 'O' levels and 'A' levels. In 1982, Liz went on to Leeds Polytechnic to study a 4 year Business Studies Degree course which included 15 months work experience in a business environment, and added practicality to her degree. Her keenness to

obtain a good foundation on which to build her career prompted applications to Terry's of York and United Biscuits where she spent time in production, personnel and sales.

Liz selected marketing as her specialised subject in her final year and has, since then, followed a career in this field.

Upon graduation in 1986 Liz became Marketing Executive with THORN Lighting working on the relaunch of the famous Mazda brand with Tony Everett, now Marketing Manager. She believes that the opportunity to be involved in a traditional brand launch using new elements and the marketing mix was one that could not be

missed especially at the start of a marketing career.

Mazda has proved to be a highly successful brand which holds the No.1 position in the lightbulb market.

Over the following 3 years, the job began to develop and she became product manager for the range of SOFTGLOW lamps. She also worked closely with Tony West, marketing manager, on the introduction of new fittings into the MAZDA product portfolio. The APPROACH LIGHT and range of Mazda INTERIOR uplights were introduced in this period. Her job involved her in new product development and promotions — with advertising, public relations

and literature production becoming increasingly important.

In late Spring this year Liz was appointed Advertising and Publicity Manager taking over from Denise Wrobbel. It is clearly a challenge which she relishes — giving her greater budget responsibility, a staff of 5 and the opportunity to build upon the foundations established by Denise, including the development of a communication strategy.

Liz has an active social life and until recently was president of Windsor and Eton Rotaract. Arising from this contact, Liz heard about Group Study Exchange sponsored by Rotary International which provided young professional people with the opportunity to visit and



LIGHTENMENT

this a case of blatant sexism? Were we going to start seeing the sharp practice of 'positive discrimination'? Was it merely 'about time too'?



ve our eyes on the future?

CHILDCARE ASSISTANCE

So what can THORN Lighting do to change the situation? Clearly, any recommendations made have to be given careful consideration and cannot be introduced overnight. For one thing, many of the currently 'fashionable' suggestions are not only expensive but may not answer the real needs of employer and employee alike. Take the issue of childcare assistance. The start up cost of a single 24 place creche facility is estimated to cost a phenomenal £20-30,000 with an annual running cost of about £110,000 yet most women surveyed said that they would not make use of such a facility. Many women feel the need to stay away from work during their child's first few years — usually up to school age. It is the following years where the women feel that assistance would be useful. Childcare vouchers might form part of an attractive package but what appears to be required is a fundamental change in a company's attitude to parenthood and an ability to provide a flexible working environment which is sympathetic to the demands of parenthood. Job-share schemes, more part-time work, flexible hours, working from

home on a 'contract' basis rather than our current system are all suggestions which are interesting, but radical and unlikely to be ushered in quickly.

RECOMMENDATIONS

However, for Lighting, Cathy Thompson made four key recommendations:

1 Performance review processes are known to have a particularly powerful impact on raising a competent person's chances of progression if they are conducted in a developmental way and provide understanding about careers.

Cathy recommended firstly that greater emphasis is placed on performance review for all non-manual employees and that managers conducting reviews are trained to provide a greater emphasis on career development.

The review process should also be supported by a "surgery" arrangement provided by the personnel function to give career development counselling and advice on training and development to all levels of employee.

The use of mentors (formal, personal, advisors who give guidance) would be beneficial.

Extensive internal publicity about these issues should be undertaken.

2 Secondly, the study singled out certain factors which need particular attention. These are: few female skilled manual workers; little movement by women into manual jobs; few technical, professional and scientific women, and limited career progression by women from lower levels of middle management to upper levels.

Cathy suggested that 3 actions could be taken to generate more applications for these specific posts:

- To conduct a review of the arrangement for publicising vacancies and sources of recruitment to make sure that women know of vacancies and are encouraged to apply.
- To provide opportunities which would broaden experience and give guidance on study and training which would enhance both

capability and confidence.

- Women capable of applying for higher level jobs should be identified and the criteria used to judge applicants should be widely understood. Particular attention should be given to women who are already on a career track such as those in middle management.

3 Thirdly, the study suggests that there is little awareness in some places of what needs to be done to ensure that capable people of both sexes are identified and helped in their development. The recommendation is that a similar review study should be undertaken on each manufacturing site and both warehouse sites. This should cover both men and women at all levels, and explore the extent to which people are fulfilling their potential. It would look at their awareness of opportunity and their perception of limitations or blockages.

4 Lastly, Cathy recommended that a person in the top team of THORN Lighting should be made accountable for monitoring the position of women in the business and disseminating and implementing best practice.

The study has given much food for thought. Most of the recommendations are based on common sense but reactions to the study from around the UK at all levels are only just beginning to filter through, so it's early days yet.

Finally, of course, the study has been UK based. This is because these specific demographic facts are particular to the UK and have been given a great deal of attention by the media and other bodies. Clearly, similar circumstances may exist in other countries and certainly the issue of women at work is as international as THORN Lighting itself but it remains to be seen whether individual operations consider it necessary to conduct a similar survey or whether Cathy Thompson's study is also relevant to them.

If anyone has any views on this subject write to the *Editor*.



learn about another country and in 1989 Liz was selected as a team member to take part in a 6 week exchange with New Zealand.

Liz has had no formal training with THORN but she says "THORN is good because there are so many opportunities for developing your experience and accepting responsibilities. But you have to grasp the nettle yourself — no one will do it for you. Realistically, though, the progression to senior management probably needs more formal assistance and potentially there seems to be room for more development here."

Liz believes that employers confidence in female staff will

inevitably be earned as more and more women enter the work place and prove themselves professionally. "It's already begun to happen and it is easier for my generation than my mother's but the circle still needs to be broken. And women do have to be that much more professional, work a little bit harder and be that much more dedicated than their male colleagues."

Liz's realistic attitudes to both her work and the position of others should be an encouragement to women looking for an example of what can be achieved and to men who may be concerned about a "regiment of women" trying to take over the world. Nothing could be further from the truth.



Hilary Reid is one of the company's two Business Planners and a member of the Pan European Secretariat.

She reports directly to the executive board — in the former capacity to Bev Heslop, director of Business Planning and Development and in the second to Hamish Bryce, Chief Executive. She is one of the company's very few senior female managers. Hilary is married and has a daughter.

The Business Planning function was structured in its current form three years ago following the reorganisation of THORN Lighting and the appointment of the new board of directors. Apart from the routine planning round — how to achieve goals for the business on both a short and long term basis — Hilary's task when she joined the company three years ago was to help provide a central understanding of the international lighting industry. Although some of this knowledge already existed within the company it was not then easily or widely available.

As this task progressed Hilary then began to work on individual reviews of the European, the Far East and Japanese markets. She also spent three months in Chicago, with a consultancy, developing an understanding of the complicated US fixtures market. Much of this work involved identification and recommendation of potential acquisition candidates.

The Pan European Secretariat, headed by Hamish Bryce was created over a year ago as a direct result of the increasing Europeanisation of THORN Lighting — particularly since the acquisitions of Jarnkonst and Europhane. Its duty is to take an overview of the area as a whole, to direct and steer projects which cut across national reporting boundaries and to look at structures and make recommendations on how the businesses could be improved within the context of the European business environment. Hilary's participation in these activities has meant that she has been very much involved with the development of and changes which THORN Lighting has undergone in recent years.

Hilary left school in Dundee at 17, having taken "Highers" and then worked as sub-editor on Jackie Magazine. Two years later she enrolled at Dundee college of Technology on a 4½ year BA in Business Studies — a sandwich course which included placements during vacations. During this period she married and had her daughter. On graduating she joined a manufacturer of textile components as a cost accountant but the

company suffered from the worldwide recession in the textile industry and Hilary left to study for an MBA at Manchester Business School. This was a two year full time course which involved a term spent on an exchange visit to New York University's Graduate School of Business Administration. When she qualified she joined BOC's Healthcare Division as a Business Planner and was then recruited by Bev Heslop to THORN Lighting.

Hilary's "success" — although she refuses to accept such a description — is certainly due to her strong business sense and clear, structured approach to problem solving. It is obvious that she is completely dedicated to, and enjoys her job and has a capacity for a lot of hard work under pressure.

She feels that women need to have, and develop, a good deal of confidence in their own abilities to succeed. "It is especially important not to feel embarrassed about a feminine style — something which can be difficult in a male-dominated industry. One of the greatest handicaps in such an environment is the tendency to downgrade the strong interpersonal skills which women bring to their management style." In fact she feels that a business which can accept and encourage these skills will actually flourish because it will be managed in a "rounder" way.

Hilary is expecting a second baby in January which obviously focuses issues like returning to work and long term childcare support.

She feels a company can respond with a supportive attitude which is as important as practical help but practical assistance is vital.

"Currently maternity allowances do not take account of the fact that today in many households the female's salary may be an equal or even a major part of the joint income, so that the loss of that income, or its reduction to £39.40 after 6 weeks could mean real hardship for couples, making the decision to have a child that much more difficult. Some organisations — in particular banks and building societies where women constitute a larger percentage of the workforce — are offering help considerably in excess of the statutory minimum, such as return to work bonuses, childcare allowances and flexible working hours. As well as the obvious material benefits, such an attitude fosters an atmosphere where to be female is considered 'natural' and a positive benefit and women are seen as valued members of the work team."

Competitors Corner

Philips has further increased its operations in Eastern Europe by establishing a joint venture with the Polish company Polam-Pila. Under the agreement, lighting products will be manufactured for sale in Poland and abroad, and Polam-Pila will also import and sell Philips goods.

Osram GmbH is sending a production line for Dulux S lamps to East Berlin based VEB Narva at a cost of some £7 million. VEB Narva intend to produce 6 million of the energy-saving lamps a year.

Also pioneering energy-saving technology are Philips, whose new

miniature PLCE fluorescent lamps offer energy savings of 80%, and substantially longer lamp life, compared to ordinary incandescent lamps. Philips have announced a large advertising campaign to accompany the launch, highlighting the economic and environmental advantages of the lamps.

Last month, Philips completed the floodlighting of the Cenotaph having been approached for the order by the British Legion.

The new Lighting Industry Federation president for the year 1991 is Mr A J Armstrong, managing director of Sylvania.



Harry Blackhurst retired from the marketing department at Enfield in March having served some 36 years with the company. Harry worked in several departments and locations being best known throughout the UK for his association with major wholesale customers and the boosting of Pop

Pack sales. At his presentation he received a video recorder from his colleagues as well as numerous goodwill messages from customers and suppliers. Harry is now looking forward to a little bit of peace and quiet with his family (pictured above) in Kent. We all wish him a long and happy retirement.

Obituary

George Hodge, general manager at Merthyr sadly died unexpectedly from a heart attack while visiting close friends on June 13.

His sudden death was a shock to both friends and colleagues at the Merthyr site and messages of sympathy poured in from employees throughout the company.

George was a chartered engineer by training and joined THORN in 1989 heading a management team committed to securing a realisable future for the Merthyr site. His fair and honest approach to all company matters earned him the greatest respect from all of his associates. His leadership and direction will be greatly missed.

George, Liverpool-born and proud to be a 'Scouser' was a keen yachtsman and an all-round sportsman in his time. He was currently Commodore of the Sussex Motor Yacht Club of Brighton and his own boat 'Departure' is berthed in Swansea Marina.

The funeral took place in Crawley, Sussex, on June 19. George is survived by 4 children and 6 grandchildren.

THORN ALI goes to Court



THORN ALI has literally gone to court in Western Australia, in a major redevelopment of the old Geraldton courthouse and government buildings.

The lighting installation was designed by Peter Jones at the Western Australia branch and replaces the original suspended lanterns with specially-designed

uplighters — the first time this type of fitting has been used extensively in a major public building in Western Australia.

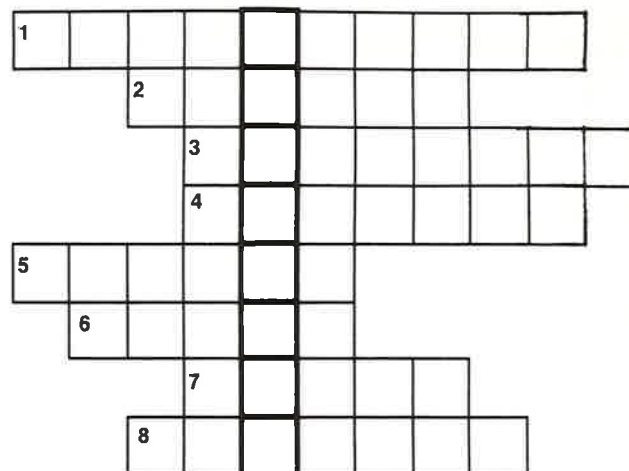
The uplighters use deluxe high

pressure sodium lamps which enhance the beautiful colour of the Western Australian red jarra timber which is used throughout this historic building.

Trivia-Word 1

Solve the clues, and the letters in the bold squares running down give a Country of Europe whose Government was overthrown by revolution in 1974. First correct entry to be drawn will receive £10. Answers to the editor by September 27.

1. English county, bordering Wales and bisected by the River Severn.
2. A line on a map, linking places with the same atmospheric pressure.
3. Woodland plant of Britain, bearing pale yellow flowers.
4. Treaty which concluded the War of the Spanish Succession in 1713.
5. Light, inert gas known to be present in the sun.
6. Oval fruit native to India but now widely cultivated in other tropical areas.
7. Highest capital city in the world.
8. U.S. Republican Presidential Candidate in 1964.



Andrew Osmond shakes hands with Maurizio Zerbini of Italy.

Two lucky TELC customers each recently won a weekend break for two in a capital city of their choice.

The prizes were won at a special OEM night held simultaneously on the TELC and Jahn stands at Hannover Fair in Germany.

The competition was organised to promote the 2D lamp range and the customers had to bring along a special playing card which had been sent to them as part of their invitation and match it to its pair, on the stand. Winner on the TELC stand was Maurizio Zerbini of Martini SpA, Italy who has decided to go to Paris. Len Pannell of DAR Lighting, UK, won on the Jahn stand.



Dirk Weniger, left, managing director of Jahn, Germany, presents Len Pannell with his prize of a weekend break.

On the Road to a brighter future



THORN's new corporate identity has taken to the streets — literally! The distinctive new logo has been applied to Thorn's fleet of distribution vehicles and incorporated into a bright new design which our customers can hardly fail to miss. The new look is a vital part of our strategy to continuously improve our levels of service and quality, today, for 1992 and beyond.

First Environmental Officer Appointed

Dr Viv Goddard who is manager of the Technical Services Department, at Leicester is to extend his role to include that of THORN Lighting's Environmental Officer.

In addition to his current responsibilities he will be our principal National and International contact on all technical matters relating to the environment. He will be responsible for advising THORN Lighting's operations worldwide on current and impending legislation, and for organising environmental audits, in collaboration with local management, particularly on all

manufacturing sites. This will cover every process likely to emit harmful substances to air, land or water and will include both existing and new processes. It is intended to appoint other Liaison Officers to establish contact with Dr Goddard.

In this new and important role Dr Goddard, who is a Chartered Chemist, continues to report to Dr Jim Coaton, Director of Technology, UK Operations Division.

Entente Cordial



From left: Paul Hook, Borehamwood; Jean Claude Pannekouke, Les Andelys; Michele Smith, Borehamwood; Peter Phillipson, Enfield; Collette Braham, Borehamwood; M. Souchon, Les Andelys; Cela Imray, Borehamwood; Bob Hargroves, Enfield; Sue Hodgson, Borehamwood; Alan Groves, Enfield; John Webb, Enfield.

Several weeks of French lessons for Enfield and Borehamwood staff culminated in a day trip to Normandy to visit THORN Europhane's operation at Les Andelys.

The group arrived in the historic town of Rouen — 45 minutes from Les Andelys — on Sunday afternoon and were entertained to dinner by Jean Claude Pannekouke and his wife Françoise at their home.

The following day included a tour of the manufacturing, administration and design activities at the Les Andelys site where they met colleagues and discussed many issues — all in French of course.

The group left Les Andelys on Monday afternoon, after an informative but enjoyable 24 hours.

What The Papers Say

In a sudden change of corporate strategy, Britain's THORN EMI PLC said it is discussing selling its big European light bulb and light fixture business to GTE Corporation.

For THORN, the move to sell what the company had previously called a 'core' business puzzled many London financial analysts. Since 1985, when plunging profits and a boardroom coup brought Chairman Colin Southgate to power, the company has been in a near-constant state of reorganisation.

If lighting goes — THORN's original business at its 1928 founding — two main divisions will remain: renting household appliances and publishing and recording music.

'The Wall Street Journal' — 25/26 May 1990

THORN's new visual identity programme is being introduced to strengthen the worldwide awareness of THORN Lighting.

The company's signature mark has been modernised as part of THORN EMI's overall drive to achieve a consistent identity throughout the group.

The word 'lighting' is not used because of the worldwide language issue, and the desire to establish one short, strong, internationally recognisable mark.

'Electrical Equipment' — February 1990

FRANCOIS LHERAUD at THORN Europhane, 156, Bd Haussmann, 75008, Paris, has an 11 year old daughter who would like to correspond with English youngsters of a similar age. If anyone's interested could they drop Francois a line?

The second Management Today Business in Europe awards showed the emergence of a number of British companies who have planned early for the competition of a single market. The overall winner of the competition was THORN Lighting, who won first prize in both Best Overall Company section and Best Industrial Company section.

There is still a wealth of growth opportunities for THORN Lighting. Eastern Europe is still considered an untapped market and THORN Lighting are currently carrying out a study into its potential.

It has taken the company only five years to expand their European sales (excluding the UK) to £210 million, accounting for approximately 46% of their total revenue.

'Single Market News' — Summer 1990

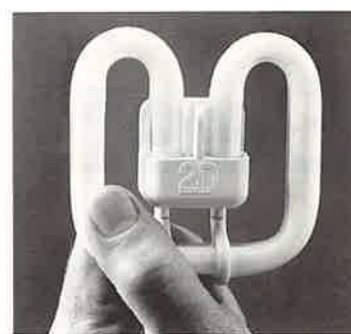
Low on power, high on output

The team from the new fluorescent lamp development laboratory at Enfield have come up with another winning product.

The new lamp is an addition to the already-successful 2D compact fluorescent range — unique to THORN. In its new 10W rating it is the smallest version yet and is poised to become a vital addition to THORN's range of energy saving products.

The new lamp will be of particular interest to homeowners because it is almost a direct replacement for a 60W light bulb and when used with its new adaptor it can fit most lighting points — table lamps, wall lights and bulkheads. The main benefit to the user is that the lamp consumes 75 percent less electricity than a conventional GLS lamp and lasts 8 times longer — with obvious implications for that electricity bill and, of course the environment.

The new lamp and adaptor kit will also be packaged in 80 percent recycled paper — following on from market research from Scandinavia



The new 10W 2D lamp — the smallest yet in the compact fluorescent range unique to THORN.

(an important market for this product) which identified that consumers did not wish to purchase goods which were over-packaged with plastic material.

Investment in this new lamp has led to the design and installation — by MSU at Enfield — of a brand new manufacturing line in an extension of the existing compact factory at Enfield. The new line uses the latest in robotic technology to achieve highly efficient production.

Watch out for the new lamp in the Staff Sales Shop from September onwards.

Birmingham Moves

After 20 years working from the Saltley Office in Birmingham, the UK's Midlands Regional Sales Operation and Showroom will be moving to Emmanuel Court, a new development at Reddicroft, Sutton Coldfield, north of Birmingham city centre.

The new building has been designed to enhance the character of this historic town. It will house the regions 44 staff and will include an extensive showroom which covers much of the first floor, displaying the company's lighting products to their full effect.

Commenting on the move, Bob Divall, Regional Manager said, "the new premises will provide a better and more efficient working environment for our staff and

improved engineering and showroom facilities. Both elements are very important stages in our drive to continuously improve customer service. Our new location is close to major communication links, and will ensure easy access to all our customers... The new address is: 14/16 Emmanuel Court, Reddicroft, Sutton Coldfield B73 6AS. Tel: 021-355 8000. Fax: 021-355 8492.

Names in the News

RICHARD HOLDRON, managing director — UK Operations Division — has relinquished his responsibility and left the company. All those who reported to Richard now report directly to Douglas Stevenson, UK Chief Executive.

It is regretted that ERIC WHALL, managing director of THORN ALI in Australia has left the company. However, we are pleased to welcome BRIAN THORPE who has been appointed as Eric's replacement. Brian has worked for the past ten years for the Pacific Dunlop company, running a number of the businesses, most recently the Industrial Battery Division. Brian took up his appointment at the end of June and reports directly to RON SULLIVAN.

UK Operations Division

FRED MCKENZIE has retired as manufacturing manager, Halogen, at Enfield. GRAHAM AVERY, until now manufacturing systems engineering manager, has succeeded him, reporting to Keith Beech. Fred plans to live in Grenada. His friends and colleagues wish him the best of luck for a happy retirement.

STEVE HAYES, based at Merthyr, now reports to the division executive as personnel director, embracing the factories at Enfield, Leicester, and Preston, as well as Merthyr. Following the death of George Hodge, Steve is now acting general manager at Merthyr, too.

JOHN HALL has joined the team at Merthyr as manufacturing manager. John has been at Merthyr for a while on a consultancy basis.

JOHN LETCHFORD has decided to retire early from the Halogen division at Enfield, for medical and domestic reasons. John was instrumental in the development of many new halogen products and will be sorely missed by those who have worked with him over the years.

UK Commercial Division

DEREK RANKIN has left the marketing department at Enfield. NIC HRSTIC has taken on external consultancy position.

ROGER DUARTE becomes manager, financial control, reporting to DAVID HAZELL, director of finance. Roger is responsible for the main brands sales ledger and for consolidation and reporting for UK financial matters, including cash management.

ALAN FENWICK has left Spennymoor as purchasing manager, to take up an external appointment.

Southern Europe

Belgium: PETER MAZALON has been appointed general manager for the new Belgian operation. Peter will be based at Liege and will report to JEAN-PIERRE ACHALE, who is commercial director at THORN EUROPHANE. Peter has been with Thorn since 1988 and was previously based at Enfield with responsibility for UK exports. France: RENE CUDENNEC has joined the company as project director, based at Les Andelys. He has previously worked with the Thyssen and Thompson groups.

Simply the Best!

Once again THORN's lighting engineers showed what they were capable of by winning half of this year's EMILAS (Energy Management in Lighting Awards Scheme) citations.

The awards were presented by Clive Jones the deputy director general of the energy department of the EEC Commission.

Winner of the Commercial Section went to a scheme at the baggage search area at Gatwick Airport by Roy Hollis, of Romford. Highly Commended in this section was awarded to schemes at the Avoniel Leisure Centre by Norman Todd of Belfast, Northampton "Saints" Rugby Club by Pete Inchley and Arthur Coldrick of Birmingham and Vickers Shipbuilding at Cumbria by John Greenough of Manchester. In the Industrial Section, a scheme by Russell Holland of Manchester at Hurel Dubois won a highly commended award and in the New Schemes section P.D.P. Pumps by Dave Welch of Romford and Hewlett Packard by Ron Millar of Larkhall also won Highly Commended citations.

Hamish Bryce attended the award ceremony and congratulated the engineers on their excellent achievements.



THORN staff at the EMILAS presentation. Back row, from left: Hamish Bryce; Dave Frazer, Larkhall; Ron Millar, Larkhall; Clive Jones, EEC; Andrew Osmond; Tony Armstrong, LIF President; Roy Hollis, Romford; Roy Perry, Romford; Les Duncombe, Enfield. Front row, from left: John Huggill, Enfield; Pete Inchley, Birmingham; Norman Todd, Belfast; Arthur Coldrick, Birmingham; Keith Davison, Larkhall.

And There's More!

Lighting schemes designed by our engineers also went on to win several prizes in the prestigious European Lighting Awards.

This was the second year of the bi-annual competition run by the European Lighting Council and this year THORN Lighting played host to more than 100 guests at the presentation ceremony, held at a location near Gatwick Airport, UK.

First place in the Industrial Section went to the lighting designed for Joshua Tetley's new

brewery at Leeds, by Castleford LED. Third position in the Commercial Section was awarded to the highly novel installation at the Scandinavian Airline System's building in Stockholm. The scheme was designed by Leif Björklund of Järnkons.

Finally, two special awards were made to the stunning interior of BP Oil's HQ, by Russell Phipps of the specification team and to the technically innovative lighting at the London Air Traffic Control Centre at Heathrow, designed by Iain Maclean, major projects manager. Brian Townsend of Enfield designed the special fittings for both of these installations.



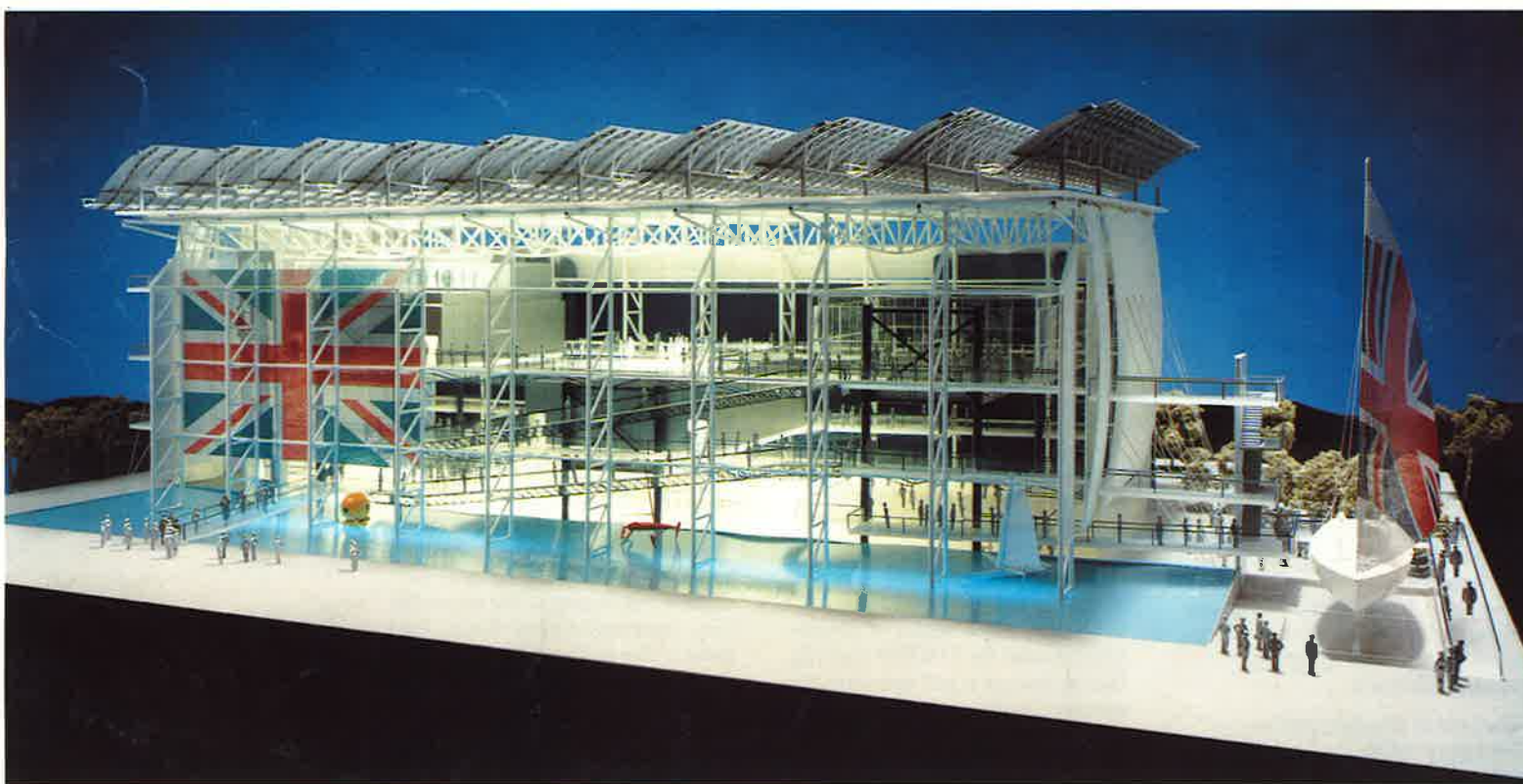
Leif Björklund of Landskrona, (left) receives his European Lighting Award for the installation at the SAS building at Stockholm. Presenting the Award is Georgios Gouvas, director general of the Safety at Work department of the EEC Commission.



THORN Ali, in Australia, has provided all of the lighting for Hoverspeed's new cross-channel Catamaran, "Sea Cat".

The 74 metre wave-piercer, recently broke trans-Atlantic speed records during its journey from Australia to Portsmouth, where it will be based and used as a car and passenger ferry to Cherbourg in France. Corrosion and impact resistant fluorescent fittings were installed to cope with the effects of vibration and the salty atmosphere.

Helping the British Pavilion to Think for Itself



THORN Lighting and THORN Security have won a Department of Trade and Industry tender to provide an integrated building management package which will enable the British Pavilion at EXPO '92 to think for itself. The system — consisting of lighting, security, fire protection and environmental control — has a value of £600,000.

EXPO '92, the world's biggest trade fair, will be held in Seville, Spain, and is expected to attract 18 million visitors. The British Pavilion will be a sophisticated glass structured building and the THORN proposal aimed at providing an equally innovative integrated building management system to create a secure, comfortable, controlled and flexible environment.

THORN NEWS

THORN News is the staff newspaper for all lighting employees. It is produced by the Public Affairs Department, Borehamwood, but the contents do not necessarily reflect official Company views. Editor: Helen McCorry (Borehamwood x 2040); Deputy Editor: Hugh King (Borehamwood x 2731). Correspondents: Enfield, Barry Hooper, Peter Everett, Claude Molesely, Jean Grant, Sue Du

Becker; Spennymoor, Peter Almond; Hereford, Jeff Scourfield; TELC, Jenny Bywater; Merthyr, Steve Hayes; Omega, Maureen Hall; Preston, Joan Barnes; International, Ian Allan; Leicester, Marilyn Gallagher; Cardiff, Tony Galea; Birmingham, Graham Wortley; Larkhall, Marjery Brown; Castleford, Jeanette Meek; Romford, Deena Smith; Manchester, Chris Whitelegg.